

DD/A Registry

File Personnel

7 August 1979

MEMORANDUM FOR: Secretary, Executive Committee

FROM: Clifford D. May, Jr.
Acting Deputy Director for Administration

SUBJECT: Clarification of the Agency's Flow-Through Policy

REFERENCE: Your memorandum dated 31 July 1979, same subject,
EXCOM-83-79

1. This is in response to referenced memorandum.
2. Attached are my comments on the proposed clarification of the Agency's flow-through policy. The proposed clarification is incomplete because it fails to address certain critical aspects of this issue which were highlighted in the NAPA report. These additional aspects can probably best be dealt with by the NAPA Study Group. I recommend that the proposed clarification and all the comments thereon that you receive be provided as input to this Group.
3. I do not concur in the Staff recommendation in paragraph 2. of referenced memorandum. This "clarification" should not be approved and distributed to employees in its present form. Instead, it should be further developed by the NAPA Study Group and promulgated as an integral component of the revised personnel planning policy and procedures, after EXCOM approval.

Clifford D. May, Jr.

Attachment

Distribution:

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All portions of this
memorandum are Unclassified

DDA Comments
on
Proposed Flow-Through Policy

1. With regard to the proposed clarification of the flow-through policy, I believe that what is submitted is clear enough but should be expanded in several areas as follows:

Paragraph c. - If this statement is completely accurate, then it means that persons performing adequately will not be identified in any way as lower 3 percent even though they may be 20th out of 20 in a numerical ranking. Furthermore, it means that only those categorized as LP or SS will be in the lower 3 percent. Therefore, the descriptors will play an important role in determining lower 3 percent and should be redefined and clarified to ensure that they are being applied uniformly throughout the Agency.

Paragraph d. - "Forced attrition of productive employees..." implies that there will be instances when adequate performers will be terminated. If this is so, then what mechanism will be used to identify them since the lower 3 percent will only include marginal or substandard employees per paragraph c. Furthermore, shouldn't the policy provide for some effort to retrain productive employees who are excess because of a lack of need for their experience or skills?

2. The NAPA report recommended that the "flow-through" concept be clarified by:

- a. identifying the group(s) to be covered;
- b. determining through modeling, the impact of various concepts of "flow-through" on the groups involved;
- c. reviewing the Agency's obligation to employees in terms of retention until eligible for retirement and/or retention in positions outside of the groups affected;
- d. reinstituting an effort with OPM to enable CIA employees to transfer to other Federal agencies on a non-competitive basis.

Mr. McMahon's proposal addresses the first of these; however, the remaining three items are not covered. I believe any clarification should at least address the four recommendations.

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